



UNITED STATES MARINE CORPS
COLLEGE OF CONTINUING EDUCATION / DISTANCE LEARNING CENTER
TRAINING AND EDUCATION COMMAND
2006 HAWKINS AVE
QUANTICO, VIRGINIA 22134-5001

IN REPLY REFER TO:
3000
CCE OPS
22 January 2003

From: Director, College of Continuing Education and Distance Learning Center

Subj: **MARINE CORPS DISTANCE LEARNING STRATEGIC PLAN**

Ref: (a) Strategic Plan for Transforming Department of Defense Training
(b) MCO P3900.15A Marine Corps Expeditionary Force Development System (Draft)
(c) MCO P1553.4A Professional Military Education
(d) Marine Corps University Strategic Plan (Draft) Dated 3 Oct 01
(e) Acquisition Decision Memorandum for the Distance Learning Program Dated 11 Apr 00
(f) TECOM Message DTG 251525Z OCT02

Encl: (1) Training and Education Course/Product Selection Process
(2) CCE-DLC Production Plan
(3) Infrastructure LRC Fielding Plan
(4) Fiscal Plan
(5) Annual Training Plan
(6) Marketing Plan

1. The Marine Corps Distance Learning Strategic Plan provides guidance for establishing and maintaining distance training and education programs across the Training and Education continuum. These programs support the development of Marine Corps warfighting capabilities as described in references (a) through (d). This strategic plan is the single-source document that defines the strategic direction of the CCE-DLC organization and covers a twenty-four month planning horizon.
2. The Executive Director is tasked with maintaining this plan. The department heads will be responsible for maintaining portions of the strategic plan and the enclosures to keep it current and relevant. The strategic plan will be reviewed annually and the enclosures will be updated by the end of the third quarter of each fiscal year.

T. K. KERRIGAN

Distance Learning Strategic Plan

1. Situation

- a. The Commanding General, Training and Education Command directed that the College of Continuing Education (CCE) and the Distance Learning Center (DLC) merge on 1 October 2002. This new organization was established to leverage the respective strengths of each in order to improve the quality of distance learning (DL) programs across the Marine Corps. The CCE-DLC works closely with the Marine Corps University (MCU), the Training Department, and the Marine Corps Institute (MCI) to develop a comprehensive set of DL products and programs to meet the needs of our customers. The CCE-DLC is the Service-level advocate and resource sponsor for all Marine Corps DL programs.
- b. The CCE-DLC manages DL products and programs that are designed to fill critical training, education, and job performance deficiencies or provide significant enhancements that improve the effectiveness and efficiency of learning across the Training and Education continuum. DL programs are delivered through a variety of methods including paper-based correspondence courses, on-line (e-Learning) courses delivered via the web or CD-ROM, Professional Military Education (PME) seminars, books, and Video Teletraining (VTT) courses delivered through the Marine Corps Satellite Education Network (MCSEN).
- c. The CCE-DLC supports a wide range of training and education sponsors including the Marine Air-Ground Task Force (MAGTF) advocates identified in reference (b), Marine Corps formal schools and school detachments, and the Marine Corps Systems Command (MARCORSSCOM). CCE-DLC customers include all active duty and reserve Marines, Civilian Marines, selected Department of Defense civilian employees, and Marine family members.

2. Mission

- a. CCE-DLC Mission. To design, develop, deliver, and manage DL products and programs throughout the Marine Corps, in order to increase operational readiness

3. Execution

- a. Director's Intent. Content is key! Provide the highest quality DL products and services to our customers. Do the right thing and always keep customer requirements and the operational needs of the Marine Corps clearly in focus. Fully implement the Strategic Plan for Training Transformation to include the advancement of the Advanced Distributed Learning network and to expand the training and education base.
- b. Concept of Operation. The CCE-DLC is committed to expanding the use of DL and training technologies to meet the operational needs the Marine Corps. The CCE-DLC is focused on the customer and provides access to products that:

- improve individual performance
 - enhance Professional Military Education
 - provide promotion opportunities
1. Vision Statement. The CCE-DLC will provide the most effective Distance Learning opportunities to the Marine Corps across the Training and Education continuum.
 2. Product Areas. The CCE-DLC provides DL products and programs in the following areas: military occupational skills (MOS), professional military education (PME), joint professional military education (JPME), general military subjects, personal development skills, information technology skills, and job aids.
 3. Strategic Goals:

Goal #1. Develop distance learning products that improve the performance of the individual Marine, increase their promotion opportunities, and contribute to the operational readiness of their unit

Goal #2. Develop distance education programs that enable successful performance of graduates in subsequent assignments of increasing responsibility

Goal #3. Develop distance learning products that support the introduction of new equipment to the operating forces, especially for equipment that will not be taught as part of a formal school curriculum

Goal #4. Develop distance learning products that improve the performance of our civilian workforce

Goal #5. Develop programs that foster faculty and professional staff development and enrichment

Goal #6. Improve communication with the operating forces and the formal schools

Goal #7. Provide comprehensive and systematic “Joint” DL products focused on the operation requirements of the combatant commanders (CINDs)

Goal #8. Accelerate the development of the distributed knowledge environment with sister services to achieve efficiencies
 - c. Organization. The CCE-DLC is organized into four departments: Operations, Courseware Development, Infrastructure, and Academics (Figure 1). Teams of experts from each department task organize to perform CCE-DLC collective tasks.

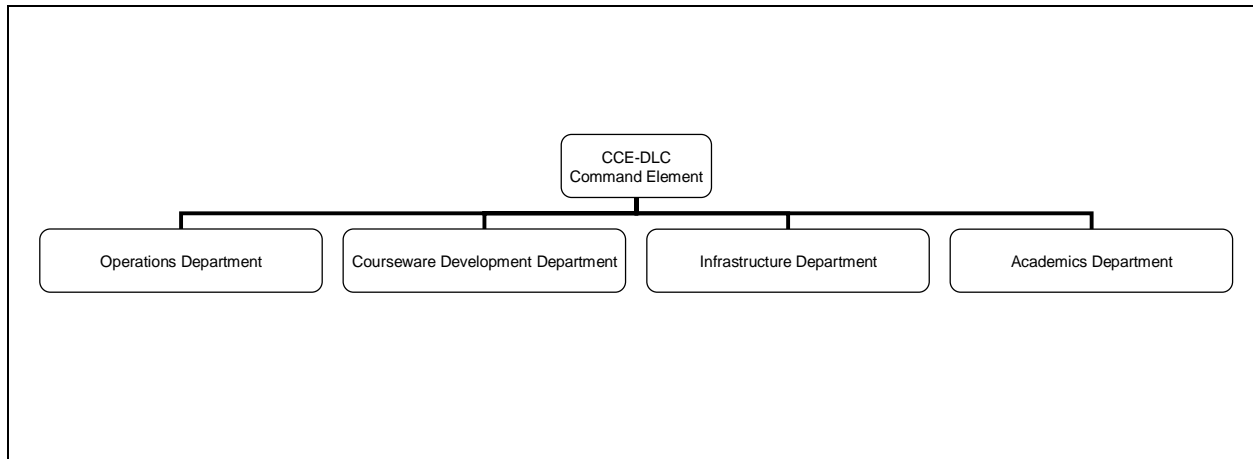


Figure 1. CCE-DLC Organization

d. Tasks

1. CCE-DLC collective tasks:

- Develop DL products to support the needs of our customers
- Manage the Expeditionary Warfare School Distance Education Program
- Manage the Command and Staff College Distance Education Program
- Manage the Distance Education Program enhancements to include the DEP seminar program
- Manage the Marine Corps Distance Learning Network (MarineNet) in coordination with Program Manager-Training Systems, Marine Corps Systems Command (MARCORSYSCOM)
- Manage the Marine Corps Satellite Education Network (MCSEN)
- Establish partnerships to leverage DL across the Services

2. Deputy Director and Executive Director tasks:

- Conduct strategic planning for the organization
- Formalize the structure and coordinate staffing requirements for the new organization
- Manage procurement contracts to support CCE-DLC operations
- Manage the planning, programming, and budgeting activities on behalf of the organization and the Marine Corps DL Program in coordination with PM-Training Systems, MARCORSYSCOM

3. Operations Department tasks:

- Coordinate logistics and facility requirements for the CCE-DLC
- Manage student services to include enrollment, progress tracking, testing, grade reporting, and diplomas for CCE-DLC programs
- Manage the DEP enhancements (Seminar Programs)
- Market DL products and programs
- Measure and evaluate the effectiveness of the DL products and programs

4. Courseware Development Department tasks:

- Participate in training reviews, Subject Matter Expert (SME) conferences, Course Content Review Boards (CCRBs) and Program Review Boards (PRBs) to facilitate the transition of courses to a DL format
- Conduct needs assessments and media feasibility studies to determine the suitability of courses nominated for transition to DL
- Provide technical direction to the formal schools regarding the development of technology-based training and education
- Manage courseware development projects
- Define on-line learning standards and technical guidelines

5. Infrastructure Department tasks:

- Manage the DL infrastructure to improve access to products and programs in coordination with PM-Training Systems, MARCORSYSCOM
- Manage the configuration of distance learning assets in coordination with PM-Training Systems, MARCORSYSCOM
- Coordinate information security activities for the CCE-DLC and the DL Program.
- Manage the transition of DL assets to the Navy-Marine Corps Intranet (NMCI) environment in coordination with PM-Training Systems, MARCORSYSCOM
- Coordinate MCSEN VTT network scheduling and operations.

6. Academics Department tasks:

- Conduct Program Review Boards for all Distance Education Programs (DEP)
- Transition the AWS DEP curriculum to a new EWS DEP
- Develop and maintain DEP curricula in coordination with MCU schools
- Establish and maintain faculty development programs
- Conduct institutional effectiveness audits and activities for the DEPs
- Manage (PAJE) accreditation activities for the DEPs on behalf of the CCE-DLC

4. Administration and Logistics

- a. Development Priorities. The CCE-DLC has many on-going product development efforts that were initiated by various sponsors prior to the merger. These efforts will continue throughout fiscal year (FY) 03. Future development efforts will be driven by the Technology-based Training and Education Course/Product Selection process described in Enclosure (1). These new efforts will begin in FY03 and may extend into FY04. The product development priorities for the CCE-DLC are driven by the following factors:

- Training and education requirements can be linked directly to operational readiness

- Training requirements emerge for new equipment, tactics, techniques, and procedures
 - Situations where a large financial pay-off or cost avoidance are possible (training days, travel, infrastructure, reproduction and distribution costs)
 - Training that is difficult to obtain (limited quotas, school capacity, etc)
 - Training that requires standardization across the force
- b. Current Course Development Projects. The CCE-DLC will complete the following DL products during FY03:
1. MOS training courses:
 - MRC-142 Operator
 - MRC-142 Maintenance
 - Counter Intelligence/Human Intelligence
 - Terminal Area Security Officer
 - Information Systems Security Officer
 - Assault Amphibious Vehicle Operator's (scheduled for completion in FY04)
 - Hazardous Materials/Waste Marine
 2. PME courses:
 - Expeditionary Warfare School (EWS) DEP seminar curriculum (new paper-based curriculum due in FY04)
 - Command and Staff College (CSC) DEP (selected course revisions)
 - Marine Corps Planning Process IMI
 - Sergeant's Course DEP Interactive Multimedia Instruction (IMI)
 - Fundamentals of Marine Corps Leadership IMI
 3. General Military Subjects courses:
 - Fire Support Coordination
 - NBCD Individual Survival Measures
 - Operational Risk Management
 - Information Awareness
 4. Other training courses:
 - LINKS
 - Key Volunteer Network
 - Drug Testing Program
 - Semper Fit
 - Casualty Assistance
 - Family Advocacy
 - Family Readiness Officer
 - Systems Approach to Training
 - Driving for Life
 - Math for Marines MCI course IMI conversion
 - Advanced Logistics Officer Course (ALOC)

c. New Initiatives for FY03:

- Establish an Internet capability that supports remote access of courseware and learning management services by our customers
- Begin fielding of a deployable DL capability that provides products and services for deployed Marines similar to the garrison capability
- Develop a prototype voluntary education college program for deployed Marines afloat
- Establish a single overarching courseware development and lifecycle maintenance contract
- Expand the training and education base through the use of VTT for the seminar program
- Accelerate the development of Advanced Distributed Learning by adding a digital knowledge library to the Marine Net portal page to include additional sister service and joint education and training distance learning courseware

d. Measures of Effectiveness for FY03 and FY04

- Increase enrollments in on-line courses by 100% per year (current enrollments are ~1000 students)
- Increase test scores for on-line courses over traditional correspondence courses by 5 points
- Increase Learning Resource Center utilization by 10%
- Increase collaboration with sister services to achieve efficiencies for distributed learning
- Meet or exceed current enrollments in the DE Seminar Programs for both:
 - Expeditionary Warfare School
 - Command and Staff College
- Meet or exceed planned course development milestones
- Meet or exceed planned infrastructure fielding milestones
- Meet or exceed customer expectations with delivered courseware
- Maintain the following course completion rates:
 - MOS Courses: 75%
 - PME Courses: 90%
- Limit web site portal and LMS outages to 24 hours or less
- Resolve student service issues on first contact
- Respond to technical issues initiated through the help desk within 24 hours
- Respond to VTT outages within 24 hours or less

5. Command and Signal

a. Command

1. The CCE-DLC is a special staff section of the Training and Education Command. The Director, CCE-DLC reports directly to the Commanding General.

2. PM-Training Systems, MARCORSYSCOM supports the CCE-DLC for DL program acquisition matters. MARCORSYSCOM is our partner for managing the acquisition, fielding, and maintenance of DL infrastructure and support contracts.
3. Marine Corps University and MCI are partners for the development and maintenance of DEP curricula and DL training products.

b. Signal

1. Marketing. The CCE-DLC will increase the awareness of the Marine Corps DL capabilities as outlined in enclosure (5). The CCE-DLC will aggressively promote:
 - New DL products and programs
 - New modes of delivery (Web-delivered, CD-ROM, VTT and Seminars)
 - Improved customer services for on-line enrollment, on-line testing and on-line reporting
 - CCE-DLC web site for interactive training and education information services
2. Communication. The CCE-DLC will:
 - Conduct major command visits to inform Marines about new DL products and programs
 - Conduct formal school visits to increase awareness of CCE-DLC capabilities to provide solutions across the Training and Education continuum
 - Brief CCE-DLC capabilities at the semi-annual Commander's Course
 - Brief CCE-DLC capabilities at the annual TECOM Commander's Conference
 - Brief CCE-DLC capabilities at the E-8/E-9 Symposium
 - Brief CCE-DLC capabilities at the SNCO academies to include the First Sergeant's Course
 - Brief CCE-DLC capabilities at officer schools to included: TBS, EWS, and CSC
 - Participate in DoD Advanced Distributed Learning working groups

TRAINING AND EDUCATION COURSE/PRODUCT SELECTION PROCESS

The development of technology-based training and education products represents a significant investment of resources. In order to ensure limited resources are applied to training and education requirements that will have the greatest impact on Marine Corps readiness, a review and selection process has been established. The process addresses four primary areas of interest:

- How will the development of a particular course/product benefit Marine Corps Readiness?
- Is the subject matter viable for technology application or DL delivery?
- What is the best technology-based application delivery means?
- What is the priority of the course/product in relation to other candidate efforts?
- How does the course benefit Training Transformation in DOD

Stakeholders - There are many stakeholders involved in the training and education of Marines including:

- TECOM
 - Training Command (TCOM)
 - Education Command (EDCOM)
 - Marine Corps Recruit Depots (MCRD)
 - DLC/Technology Division (TECH DIV)
- Operating Forces
- Marine Corps Institute (MCI)
- Marine Corps Systems Command
- HQMC (MOS Sponsor/Advocates)
- Supporting Establishment

Goal - Involve stakeholders in both the initial recommendation and ultimate selection of DL courses and technology-based products for development.

The Technology-based Course/Product Selection Process is an annual process that determines the best candidate courses and products for development. The final product of this process is the annual CCE-DLC Production Plan.

Process Steps –

1. Solicitation for Recommendations. Recommendations for potential technology-based products from stakeholders will be solicited from the field. Stakeholders will review near and long-term training and education requirements for gaps and shortfalls that could be met by the application of technology. Stakeholders will identify products that could support, enhance, or replace existing or planned training and education. For DL courses, organizations should look at current and planned training and education that could be:

Enclosure (1)

- (a) Fully converted to a DL Format
- (b) Modified to include a DL prerequisite (could the Resident Course be possibly shortened?)
- (c) Augmented by using DL (during or after the course)
- (d) Developed to aid in the sustainment or refreshment of skills
- (e) Developed to provide Skill Progression Training, particularly where none currently exists.

Recommendations for technology-based products will be submitted using the Training and Education Needs Form located at www.tecom.usmc.mil/dlc/training_need.doc. The forms can be submitted electronically to the CCE-DLC.

2. Initial Review. A preliminary review of recommendations will be made by the CCE-DLC Staff for DL courses and Tech Div staff for other technology-based products. Good candidates will be retained for further evaluation.

3. Feasibility Studies. Feasibility studies will be conducted on recommended DL Courses to determine overall suitability for DL delivery and appropriate delivery methods (i.e. Interactive Multimedia Instruction, VTT, or paper-based correspondence courses).

4. Stakeholder Notifications. Stakeholders will be notified via naval message of courses/products to be reviewed and rated by the Training and Education Course/Product Selection Working Group (TCPSWG).

5. TCPSWG Meeting. TCPSWG will rank candidates in order of overall value in terms of operational readiness. The Director of Technology Division will serve as head of TCPSWG. Membership will include representatives from TCOM, EDCOM, DLC, MCI, and other organizations with competing candidates. TCPSWG membership will be at 05-06 level and stakeholders will designate their own representatives. Stakeholders will be afforded the opportunity to brief the TCPSWG on recommended courses and products. Briefings may be conducted via telephone or video teleconference. The output of the TCPSWG will be a recommended product development list.

6. Final Determination. Director, Tech Div will evaluate products that appear on the recommended list and determine resource requirements. Tech Div will submit his recommendations to the Commanding General for approval. The CCE-DLC will develop the annual CCE-DLC Production Plan based upon final approval of the product development list.

7. Notification. Fiscal Year Course/Product Development List will be published via naval message and various sponsors will begin planning for their development efforts.

Enclosure (1)

PROPOSED FY03 PRODUCTION PLAN

Course Topic*

Requesting Unit

Engineer Equipment Math Pre-work	Engineer Equipment Instruction Company
EWS Pre-Work	EWS
Licensing Courses (7-ton)	GTB
Licensing Courses (HMMWV)	GTB
Unit Training Management	GTB
Logistics Officer's Course	LOS, MCCSSS
MTVR Mechanics	LOS, MCCSSS
MTVR Operators	LOS, MCCSSS
MCJROTC	MC JROTC
Food Service Specialist	MCFS
Career Retention Specialist	MCRC
Marine Corps Recruiting Information Support System (MCRISS)	MCRC
Marine Combatant Diver Course	Naval Diving Training Center
Intel Operations System Simulation	NMITC
Military Symbols	NMITC
U.S. National Intelligence Organizations	NMITC
Reserve Admin Course	PA School, MCCSSS
Infantry Ops Chief	SOI (EAST)
Infantry Unit Leader's Course	SOI (EAST)
Infantry Squad Leader's Course	SOI (EAST)
Mortar Leader's Course	SOI (EAST)
M/G Leader's Course	SOI (EAST)
AT/ Assault Leader's Course	SOI (EAST)
Combat Orders	TBS
Enlisted Supply Chiefs Course	Supply School, MCCSSS
Enlisted Supply Independent Duty Course	Supply School, MCCSSS
Fiscal Training	Supply School, MCCSSS
Life Cycle of Personal Effects Inventory	Supply School, MCCSSS
MRE Requisitioning and Issuing Procedures	Supply School, MCCSSS
Ammunition Requisition and Issuing Procedures	Supply School, MCCSSS
HMMWVA2 Maintenance	LOS, MCCSSS
Maintenance Management Instructor	LOS, MCCSSS
Led Interactive Courseware	
Military Motorcycle Maintenance Course	LOS, MCCSSS
Institutional Range Safety Course, Level I & II	Ground Ranges, TECOM

* The TECOM Selection Board will determine the actual courses to be produced in FY03 from this list when the board meets on Jan. 22-23 '03.

Enclosure (2)

**PROPOSED FY03 LEARNING RESOURCE CENTER (LRC)
FIELDING PLAN UNDER ESI**

<u>Base/Station</u> (12 of the following Sites*)	<u>Facility</u>	<u>App Server Needed?</u>
MCRD San Diego	LRC	Yes
EWTG PAC	LRC	Yes
EWTGLANT	LRC	Yes
MCAS Miramar	LRC	Yes
Camp Pendleton	LRC	No
MCLB Barstow	LRC	Yes
MCRD Parris Island	LRC	Yes
MCLB Albany	LRC	Yes
Camp Hansen, Okinawa	LRC	Yes
MCAS Yuma	LRC	Yes
Henderson Hall, Wash D.C.	LRC	Yes
MCAS Beaufort	LRC	Yes
MATSG, Pensacola	LRC (2)	Yes
MARFORRES	LRC (2)	Yes
MWTC	LRC	Yes

* Specific sites to be fielded will be determined in conjunction with MARCORSYSCOM during 2nd quarter of FY03.

Enclosure (3)

ANNUAL TRAINING PLAN

SUBJECT	FREQUENCY/DATE SCHEDULED	REFERENCE
Physical Fitness Test	Semi-Annual Oct 02, April 03	MCO 6100.3J
Battle Skills Training	Annual for GySgt/below 4 th Qtr FY 03	MCO 1500.51
Rifle Requalification	Annual 4 th Qtr FY 03	MCO 3574.2J
Pistol Requalification	Annual 4 th Qtr FY 03	MCO 3574.2J
Physical Fitness Training	3 Hours Weekly M-W-F	MCO P6100.12
Information Assurance Awareness	Annual Oct 02	Public Law 100-235
Security Training	Every 18 months for those with clearance 4 th Qtr FY 03	SECNAV 5510.30A
Hazing/Sexual Harassment	Annual 4 th Qtr FY 03	MCO 1700.28 MCO 1000.9 MCO 5354.1C
Combat Water Survival Training	Annual/As Required 4 th Qtr FY 03	MCO 1500.52B
Troop Information Program	Annual 1 st -4 th Qtr FY 03	MCO 1510.25
Equal Employment Opportunity Program	Annual for Civilians/ Military Supervisor of Civilians 2 nd , 4 th Qtr FY 03	MCO 12713.6A
Prevention of Sexual Harassment (POSH)	Annual for Civilians 2 nd , 4 th Qtr FY 03	MCO 12713.6A

Enclosure (5)

Ethics Training

Annual for Civilians/
As Directed for Military
1st, 4th Qtr FY 03

DoD 5500.7-R

Enclosure (5)